

# SELECTION PROCEDURES FOR CONSTRUCTORS

## *Recommended Guidelines*

CONSTRUCTION MANAGER/GENERAL CONTRACTOR, COMPETITIVE  
QUALIFICATIONS DELIVERY METHOD



**Georgia State Financing and Investment Commission**

**May 2003**

**Preface:**

This edition of the Constructor Selection Guidelines is intended to assist the Client Agency to select a Contractor when using the Construction Manager/General Contractor, Competitive Qualifications Delivery method. This document is the product of several months of discussion and consideration by the parties listed below, but it is not intended to be the final edition. It is anticipated that, once the principles stated herein have been tested, changes to the Guidelines will be necessary. Any comments or suggestions on how to improve this document to make it easier to understand and use would be greatly appreciated.

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**STATE OF GEORGIA  
PROCEDURES FOR DESIGN AND CONSTRUCTION**

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## Selection of a Construction Manager/General Contractor using a Competitive Qualifications Based Selection Process

For cases in which a project will be executed through the CM/GC process, the selection of the construction manager should be in accordance with the following process. An overall timeline illustrating the typical length of time to complete this process is included in Appendix 1. The initial written submittal (Request for Qualifications “RFQ”) and second written submittal (Request for Proposal “RFP”) should include a schedule for the decision-making process, and every effort should be made to adhere to this schedule. Firms should be given at least two weeks to respond to the RFQ. Depending on the amount of information requested in the RFP, two to three weeks should be sufficient for firms to prepare responses.



**If the cost of the work is a weighted selection criteria, use the guidelines for selection of the Construction Manager / General Contractor – Competitive Cost in section III. E. of the State Construction Manual.**

### Section One – Standard Steps of the Selection Process

#### Step 1 – Information Required Prior to Advertisement

Prior to selecting any services, Agencies, with the assistance of their design professional and program manager (if applicable), should confirm the major conclusions from the project predesign or program. Major conclusions to confirm (and revise, if necessary) include:

- The predesign is complete and approved
- The Design Professional and Program Manager (if applicable) is hired
- The overall schedule has been updated or, if not, necessary adjustments have been made.
- Funding has been allocated for the required service. Agencies should indicate in the advertisement the extent of services the available funding is intended to cover (ie. Funding is only available for design and preconstruction services)
- The project scope has been properly defined and updated
- The project delivery method has been identified and deemed appropriate
- The total project budget has been reconciled with the appropriated funds
- The management plan has been identified

If a predesign report was not completed for the project or if any of the above conclusions differ from the approved predesign reports, Agencies, at a minimum, should reconcile the above critical items before initiating the selection process.

**Assembling the Team** – In pursuing a successful construction project, one of the most important elements is the ability of the various parties to work together as a team. The public owner, as the leader, assumes the initial responsibility for assembling a team of firms and individuals who can work together to meet the needs of the project. The owner has several options on how and when the team is assembled. Generally speaking, the earlier in the process the team is created, the greater the benefit received. Additionally, the manner in which the owner procures services can have a major impact on the team members' ability to work together and, consequently, on the degree to which the project is set up for success.

**Evaluation Criteria** – Critical to picking the most qualified firm is identifying the objective evaluation criteria. The selection committee and selection committee chair must determine the selection criteria prior to initiating the formal selection process. The sample Request for Qualifications and Request for Proposal in Appendix 4 provides example criteria. The selection committee should develop the appropriate project specific criteria. The selection committee should ask the question ***“What characteristics define the best CM/GC for this project”***. The committee should include the criteria with appropriate weights and point values in the Request for Qualifications and Request for Proposal, prior to advertising.

## Step 2 – Advertisement of Project / Initial Written Submittal (often referred to as the Request for Qualifications)

### Advertisement of the Project

A public notice should be prepared by the agency and posted on the Internet at the Georgia Department of Administrative Services (DOAS) Georgia Procurement Registry (<http://www.procurement.state.ga.us/>) at least 30 days prior to the due date for the response to the Initial Written Submittal. The Initial Written Submittal should be posted with the advertisement on the DOAS website according to DOAS standard procedures. (See DOAS contact information and guidelines in Appendix 2.) In addition, if the agency wishes, the public notice may be published in an appropriate general circulation newspaper or other medium in the vicinity of the project location. For newspaper advertisements, Agencies should reduce costs by making the printed notice as succinct as possible, referencing the DOAS website as the medium for project details and appropriate documents. For efficiency, more than one project may be advertised in a single printed notice.

The notice on the Georgia Procurement Registry should specify the location of the project, the name of the project, and the type of service being advertised (i.e., preconstruction, construction) and the anticipated period of performance. The notice should also include a brief description of the project, including the general character of the project (e.g., classrooms, laboratory, prison, library, etc.), the approximate physical size of the project, the project's estimated cost, and critical factors to be considered in the selection. See Appendix 3 for a sample project advertisement.

### Georgia Procurement Registry Solicitation Types and Definitions

A formal solicitation, **Request for Quotation**, that includes well-defined specifications or scope of work and requests sealed bids from qualified vendors. The lowest bid that complies with the specification or scope of work is awarded the contract.

Select this option  
on the DOAS  
Procurement  
Form

A formal invitation, **Request for Proposal**, from an organization to vendors to provide a creative solution to a problem or a need that the organization has identified. The judgment of the vendors experience, qualifications and solution often takes precedent over price.

A formal or informal document, **Request for Information**, soliciting information from vendors, deemed to be knowledgeable in the product or service under consideration, to gain information necessary to determine if a RFQ or RFP is appropriate for solicitation. This solicitation method is not intended to result in a contract award.

A formal invitation, **Request for Qualified Contractors**, stating predetermined qualification criteria, to solicit and qualify vendors for a subsequent RFQ or RFP solicitation. This solicitation method is not intended to result in a contract award.

The notice should specify to whom and when responses are due and the form of required response, including number of copies to be furnished. (See example advertisements in Appendix 3.) The executive summary from the predesign document should be posted on the Georgia Procurement Registry along with the notice.

The Initial Written Submittal documents may be issued electronically with the advertisement on the Georgia Procurement Registry.

After the project has been advertised in the Georgia Procurement Registry, interested firms should not contact any agency representatives or facility users except those named in the advertisement on penalty of possible disqualification. This information must be included in the public notice.

### Initial Written Submittal – Request for Qualifications

In order to provide an opportunity for consideration of as many firms as possible, a two-stage selection process is recommended. (For variations to the two-stage selection see Section 2. "Variations in the Standard Selection Steps"). Stage One selection is based on the evaluation of a standard "Request for Qualifications". Stage two of the selection evaluates shortlisted firms' detailed proposal. Stage two also includes interviews and a final evaluation of the shortlisted firms. A sample "Request for Proposal" that

includes both Stage one and Stage two documents of the selection requirements is included in Appendix 4. It is recommended that the agency identify the evaluation criteria prior to finalizing the qualification solicitation (See Appendix 4 & 5).

The Agency should issue the evaluation criteria and weighting scale for initial written submittal, final written submittal and oral presentations with the advertisement. A sample evaluation criteria list is included in Appendix 5. Upon approval of the evaluation criteria by the Selection Committee, the evaluation criteria must be updated in the "Request for Proposal" document issued with the advertisement (See Appendix 4 Section IV. "General Selection Criteria").

### Step 3 - Selection Committee Appointment

Prior to or concurrent with the publication of the public notice in Step 2, the Agency head should appoint the Chair and members of the selection committee. The selection committee's size may be in the range of three to five and should include representatives from the agency's professional staff, facility owner, facility maintenance, or agency management. In order to achieve a fair selection and to prevent the appearance of political influence the selection committee shall comprise of an unbiased panel of state professionals. If GSFIC is executing the contract the committee must consist of not more than two agency representatives, at least two GSFIC representatives and one independent representative, assigned by the director of the Commission. It may be valuable to include on the committee a non-facility person who has not previously served on a Selection Committee. Other neutral parties from other Agencies or the private sector with experience in design or construction may also be included. If the selection process includes an evaluation from the qualification stage to a shortlist and then final selection, Agencies may elect to appoint different committee members for each phase. However, it is recommended that Agencies use substantially the same Selection Committee to maintain consistent evaluation.

### Step 4 – Evaluation of Applying Firms

Once the project advertisement has appeared, the Selection Committee Chair should develop three proposed forms to be used in the subsequent selection deliberations: (1) Shortlist Selection Criteria Weighting and Scoring Form, (2) Shortlist Firm Scoring Form, and (3) Shortlist Ranking Summary of All Responding Firms. (See examples in Appendix 5, 6 and 7.) Additionally, the Chair should develop a proposed Firm Reference Checking Form containing questions deemed pertinent to judging the relative merits of shortlist proponents (see example in Appendix 8).

Following the deadline for receipt of the responses, the Selection Committee should convene to review the submitted qualifications of all candidate firms in accordance with the selection criteria published in the advertisement. Prior to commencing deliberations, the Chair should present the proposed forms. Any adjustments to the forms should be made that are necessary to achieve a consensus of the committee.

The selection committee should first confirm that all firms pass the pre-requisite requirements. The pre-requisite requirements are:

1. The firm **MUST** have an existing M/WBE program
2. The firm **MUST** have a safety Experience Modification Rate of less than 1.5 for the last three years
3. The firm **MUST** be able to provide a payment and performance bond for the total cost of work with a letter from their surety company
4. The firm **MUST** have a current Builder's Risk Insurance Policy
5. The firm **MUST** have a current ratio (Current Assets/Current Liabilities) of 1.2 (industry average) or better
6. The firm's debt to equity ratio (Total Liabilities/Equity) should be no higher than the industry average<sup>1</sup> (2002-2003 average = 3.9%)

Subsequently, each member of the Selection Committee should review each firm's qualifications package and evaluate each firm using the Shortlist Firm Scoring Forms provided by the Chair.

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<sup>1</sup> Construction Financial Management Association (CFMA) annually evaluates financial indicators for the construction industry, to obtain current industry averages for the Current Ratio and Debt to Equity Ratio contact CFMA

After all members of the committee have reviewed all responses and independently completed their scoring and ranking sheets, the committee Chair should tally all the scores on the Shortlist Ranking Summary (Appendix 7) and immediately report the results to the committee.

#### Step 5 - Development of a Shortlist

The result of Step 4 will be the identification of no fewer than three, and no more than eight, firms that will be acknowledged as the "shortlist." Generally, three to five firms should be placed on the shortlist, the lesser number typically relating to smaller projects.

After the shortlist has been established, the Chair should assign the responsibility for checking the references of the shortlist firms to individual committee members to foster a consistent manner of gathering reference comments (See Appendix 8). The committee members should validate the recommended shortlist by completing the references checks before publicly announcing the shortlist. The selection committee will contact owner references, architect references, M/WBE references, and trade contractor references.

#### Step 6 - Notification of Firms on the Shortlist; Instructions for Final Submittal

The Chair should promptly notify all proposers about their success or failure in making the shortlist. Those on the shortlist should be notified by phone followed by written notice. Email may be an appropriate way to make some notifications. The notice to firms on the shortlist should include a requirement for the firms to prepare the final proposal document and fee worksheet (included in Appendix 4). The notification should specify the steps in the remainder of the selection process, including the following:

- Location where the complete predesign document will be made available for review by shortlist firms
- Location where the standard procedures and contract may be obtained
- Place/time/host for a site visit (if appropriate)
- Schedule/location for interviews
- Any other information necessary or convenient to the selection process
- Consolidated list of selection committee's questions to address in interview

Example notification letters or emails are shown in Appendix 10 and Appendix 10a: "Notification to firm that did not make the Shortlist."

The Chair should request each of the firms identified on the shortlist to submit in advance of the oral presentations the Formal Final Written Submittal (Appendix 4).

If a site visit has been deemed desirable, a previously identified representative of the agency should walk the site with the shortlist firms. However, all questions regarding the project must be submitted to the Agency Principal Representative, or designee, in writing or in electronic format, by a date established at the site visit in order to allow any agency responses provided to be sent to all shortlist firms in a timely fashion.

#### Step 7 - Final Written Submittal and Evaluation

The Selection Committee Chair should make certain that the Final Written Submittal packages are promptly provided to all the members of the Selection Committee, along with proposed forms developed by the Chair to be used in the final selection process. Forms include a Final Written Submittal Selection Criteria Weighting and Scoring Form, a Final Written Submittal Selection Firm Scoring Form, and a Final Written Submittal Selection Ranking Summary of All Shortlist Firms. (See examples in Appendix 11, 12, and 13.)

The results of the reference checking assigned in Step 5 should be documented and distributed to all members of the Selection Committee. Prior to the oral presentation and interview, the committee members should review all of these materials.

The selection committee may further shortlist the firms after the review of detailed proposals if any of the firms are deemed "unqualified" after the formal evaluation. It is recommended that agencies interview no less than two firms. The committee chair shall notify final shortlisted firms upon final evaluation and determination of firms to be interviewed. The committee's last action should be to determine the questions to ask during the

interview, plus the format for the interviews themselves, which should be conducted in random order, normally. (See example interview format in Appendix 9.)

#### Step 8 – Oral Presentations and Evaluation

The basic premise in the shortlisting process is that each of the firms selected for interviewing is fully qualified to provide the CM/GC services. The interview phase provides the selection panel with in-depth information from each CM/GC firm that it can use to determine the firm best suited for the contract. Use the interview to have the contractors provide specific information on the factors that you will use to make a decision, such as who they are, what they do, and how they will accomplish the scope of work listed. Find out what they offer that would make you select them over others.

The selection committee's objective is to evaluate the chemistry of the team. During the interview, look for expertise, personalities, and aggressiveness; try to determine if these are people with whom you think you can work productively.

At a time previously designated by the Chair, the Selection Committee should convene to receive oral presentations from the shortlisted firms selected for an interview. Reserve a conference room large enough to hold your selection committee and approximately five representatives from the contractor. Allocate one hour per firm with 30 minute for the formal presentation and 20 minutes for questions from the selection committee and 5 minutes for setup and 5 minutes for knockdown. In closed session prior to the commencement of oral interviews, the selection committee should make any adjustments required to achieve a consensus regarding the forms to be used during the final selection process. Copies of all completed Firm Reference Check Forms (see Appendix 8) should be distributed and discussed. Subsequently, interviews should proceed in accordance with the previously announced format.

After each oral presentation, the Selection Committee should ask each proponent to confirm that the firms on the project team and the key personnel identified in the initial submittal are still anticipated to make up the final project team that will provide the services, if selected. Each proponent should be advised that, if selected, the final team that it has presented will become the basis of the contract negotiations. Any changes in the proposed project team after this point can be made only with the express permission of the agency. The Selection Committee members should then ask all other questions that they deem pertinent. Selection Committee members are encouraged to reach a tentative score on each proposer after each individual presentation.

At the conclusion of all presentations, the Selection Committee should discuss each of the presenting teams, the committee member's tentative ranking, and issues raised about each presenter and rank each firm on forms provided by the Chair. Forms include an Oral Presentation Selection Criteria Weighting and Scoring Form, an Oral Presentation Selection Firm Scoring Form, and an Oral Presentation Selection Ranking Summary of All Shortlist Firms. (See examples in Appendix 14, 15, and 16.)

Subsequently, the Chair will total the individual ranks on the Final Selection Ranking Form and announce the firm with the highest rank. The committee should then deliberate on the result to reach consensus. The committee chair should prepare a final rank sheet and have each member sign the final rank sheet. This firm will become the recommended selection to the Principal Representative. The remaining firms will be ranked in descending order based on their final ranks. The members of the Selection Committee should not discuss its recommendations with persons (other than the Principal Representative) who are not on the Selection Committee nor advise any firm of its recommendation

#### Step 9 - Appointment by the Principal Representative

The Selection Committee Chair should prepare a Final Selection Recommendation Letter (see Appendix 19) and forward it to the Principal Representative. The recommendation letter should briefly describe the project, define its anticipated scope, provide the date and place of its public advertisement, describe the character of professional services needed, and recommend that the commission be offered to the highest ranked firm by name. Accompanying the letter should be the Shortlist Scoring Summary of All Responding Firms and the Final Selection Scoring Summary of All Shortlist Firms, which will list both the applying firms and the shortlist firms with their scores and rankings. The Principal Representative should subsequently approve the ranking



and authorize negotiation with the most highly recommended firm (or for good cause direct the Selection Committee to reconsider its recommendation).

#### Step 10 – Contract Negotiation with the Recommended Firm

Following the Principal Representative's ratification of a final selection, the Selection Committee Chair should notify the selected firm (see Appendix 18) and set a meeting to initiate contract negotiations. The fees of the selected firm are opened after final the evaluation is complete. The agency and selected firm should discuss the scope of work required for the project, schedule, any special project requirements, and fee. If the agency is unable to reach acceptable contract terms with the highest ranked firm, the agency should provide written notice of termination of contract negotiations with that firm and should initiate contract negotiations with the second-ranked firm from the shortlist. This process is repeated until an acceptable contract is negotiated. The contract will be considered executed and binding after authorized signature by the appropriate parties.

#### Step 11 –Notification of Final Award

After a contract has been executed, all proponents should be notified in writing of the award and the rank order of all shortlist proponents. The fee proposals of the unsuccessful firms shall be returned, unopened after the contract is executed with the successful firm. The notification should state that any proponent may obtain a copy of the Shortlist Scoring Summary of All Responding Firms and the Final Selection Scoring Summary of All Shortlist Firms by writing to the Principal Representative and enclosing a stamped, self-addressed envelope. The summaries provided should not divulge the scores assigned by individual Selection Committee members. (See Example Notice of Contract Award Letter in Appendix 20.) If requested by an unsuccessful proponent, the Chair of the Selection Committee should be available to debrief the proponent on the outcome of the procurement. It is in the best interest of the State to describe the rationale for the selection to the unsuccessful proponents so that they may improve their performance in other competition and improve the quality of professional services provided to the State.

## Section Two – Variations to the Standard Selection Steps

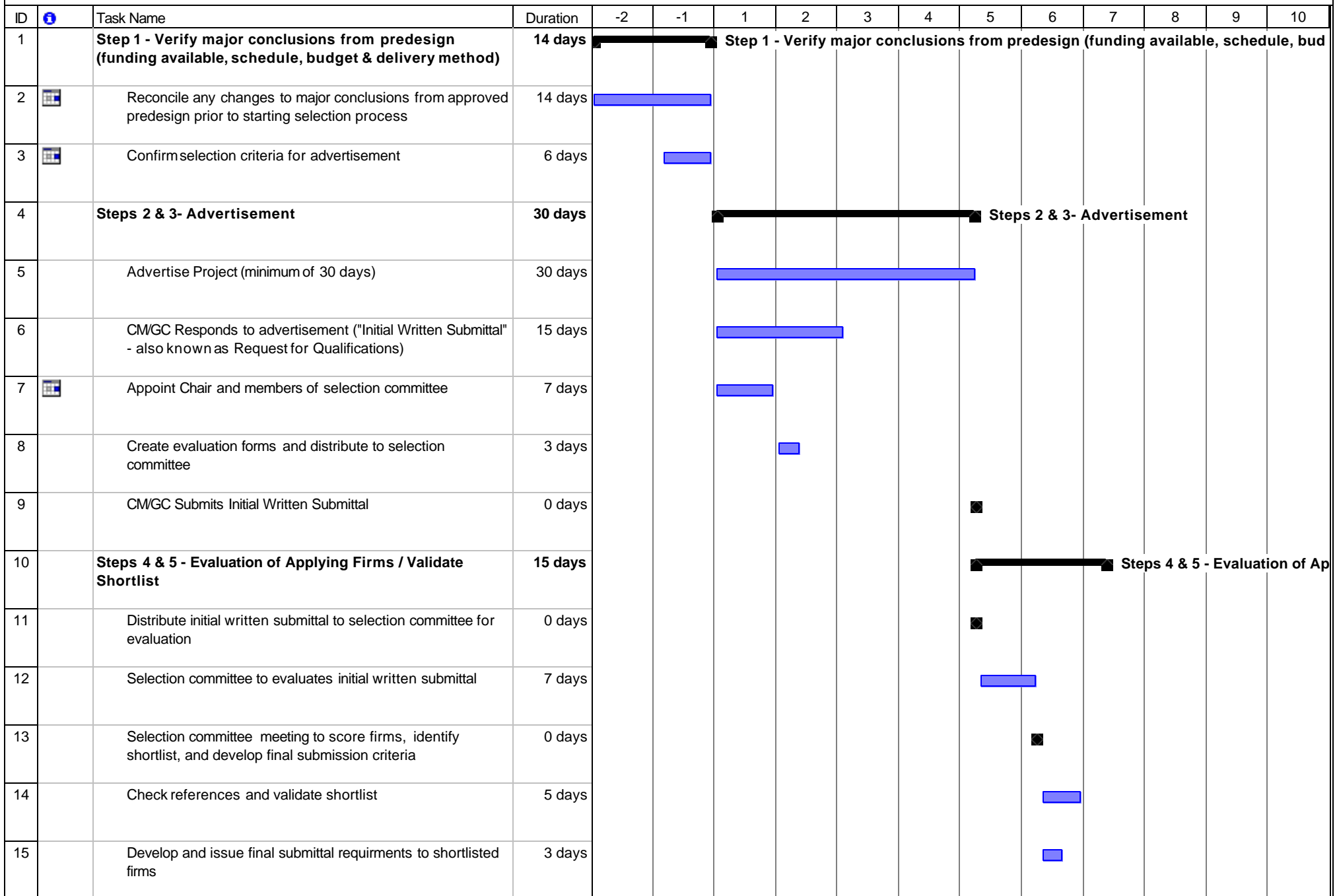
The selection committee may opt to combine the written responses into one step with one evaluation by the selection committee. It is recommended that the questions included in the Request for Qualifications and Request for Proposal are combined and issued as one document. The selection committee should still shortlist to three to five firms for formal interviews. The selection committee shall still allow time to evaluate the written submittal independent of the formal interview evaluation.

At the discretion of the selection committee, the fees may be competitively bid at the conclusion of the interview stage. This option assumes at the conclusion of the interviews, all shortlisted firms are equally qualified and fee, at this point, is the deciding factor. In this case, the selection committee **MUST** state the final shortlisted firms will bid the fees and the contractor with the lowest fee will be selected after the interview. This option is not recommended for a competitive qualifications selection.

### **Use of Telecommunications**

For projects of limited scope or of limited complexity, the shortlisting and selection process may be executed using teleconferencing or videoconferencing to expedite or facilitate the procedures outlined above. However, it is expected that the same basic steps will be followed to assure that all proponents are afforded a fair opportunity to compete.

APPENDIX 1  
Typical Selection Timeline



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ID	i	Task Name	Duration	-2	-1	1	2	3	4	5	6	7	8	9	10
16		Notification to shortlisted firms and unsuccessful firms; issue final submittal and oral presentation requirements	0 days									■			
17		Conduct site visit with shortlisted firms 3-5 days after notification (optional)	0 days									■			
18		<b>Step 7 - Final Written Submittal and Evaluation - (Optional)</b>	<b>14 days</b>									■	■		
19		CMGC firms prepare submit final written submittal	7 days									■	■		
20		Selection Committee evaluates written final submittal	7 days										■	■	
21		<b>Step 8 - Oral Presentations and Final Evaluation</b>	<b>2 days</b>											■	■
22		Convene to receive oral presentations for each of the shortlisted firms	0 days											■	
23		Final deliberation and scoring of shortlisted firms	0 days											■	
24		<b>Step 9 - Recommendation to Principal Representative</b>	<b>1 day</b>												■
25		Issue final recommendation letter to Principal Representative for final approval	1 day												■
26		<b>Steps 10 &amp; 11 - Contract Negotiations and Final Notification</b>	<b>6 days</b>												■
27		Notify selected firm	1 day												■
28		Contract Negotiations / Contract Execution	5 days												■
29		Notification of Contract Award to Unsuccessful Firms	0 days												■

## APPENDIX 2 GUIDELINES ON USING THE DOAS GEORGIA PROCUREMENT REGISTRY

### How to Post Bids on the Internet

State Purchasing Policy requires that ALL bid opportunities in excess of \$10,000 be posted on the State's Procurement Registry. There are NO exceptions to this requirement.

In addition, agencies are encouraged to post requirements of less than \$10,000 when time is available in order to reach out to the vendor community, especially small and minority-owned businesses.

The following describes the minimum time frame for advertising bids and proposals to the Procurement Registry. Note that the number of days DOES NOT INCLUDE the day that the bid is posted so that, for example, a bid posted to the Procurement Registry on March 1 with a requirement of 30 calendar days cannot open earlier than March 31.

A minimum of 10 working days must be allowed for the return of all written "regular" bids between \$10,000 and \$100,000.
A minimum of 10 working days must be allowed for any sealed bid in excess of \$100,000 except as noted below.
A minimum of 15 calendar days must be allowed for contracts, other than construction, when the expected expenditure for the contract is in excess of \$250,000. <i>NOTE: When calculating expenditures for multi-year leases, rentals or installment purchase financing, include the total estimate, not just the estimate for the current fiscal year.</i>
A minimum of 30 calendar days must be allowed for any construction projects with expenditures in excess of \$250,000.
A minimum of 15 calendar days must be allowed for any project which includes professional services as described in the Official Code of Georgia (OCGA) 50-22 in excess of \$1 million.
A minimum of 15 calendar days must be allowed for costs of professional services as described in the OCGA 50-22 in excess of \$75,000.

Please note that the above are minimums. Certain bid opportunities may require longer advertising time on the Internet for an adequate return of competitive responses. Agencies are responsible for exercising good judgment when determining bid-closing dates beyond the requirements listed above.

Posting requires access to the Internet. If your agency's procurement office does not have access to the Internet, it is suggested that your management is apprised of this requirement and that appropriate action is taken to provide such access.

In order to obtain access to the posting site, you must have a User Name and a Password. In order to obtain these, contact State Purchasing Office's Bid Officer, @ 404-657-6000.

*Note: The Georgia Procurement Registry satisfies the previous requirements for legal advertisements. Agencies may still post legal advertisements in publications if they wish, but it is no longer required.*

### GENERAL INSTRUCTIONS AND TIPS

- ? On the Internet enter the following address: [www.ganet.org/purchase/bidding/doasbid.cgi](http://www.ganet.org/purchase/bidding/doasbid.cgi).
- ? Hit "enter".
- ? Enter the User Name and your password.
- ? Hit "enter".
- ? When the web site comes up, bookmark it for future use (if this is your first time using this site).

- ? Using your mouse, choose one of the Types of Purchase: Capital Construction; Maintenance and Renovations; Highway Construction; Professional Consulting; Request for Proposals; or General Bid Opportunities. Choose only one.
- ? Using your mouse, click on the arrow under the box marked "Value Range." Click on the dollar range that falls within the estimated dollar amount of the Request for Quote (RFQ) or Request for Proposal (RFP). If you make an error, click on the gray button at the bottom of the page marked "Clear."
- ? Using your mouse, click on the gray button marked "Submit" located above the "Clear" button.
- ? When the next screen appears, click into the box marked "Bid Number." Enter the bid number. Use hyphens where appropriate.
- ? Click into the box marked "Commodity Code". Enter the appropriate 5-digit NIGP Commodity Code WITHOUT A HYPHEN OR A SPACE.
- ? Click into the box marked "Bid Closing Date." Enter the bid closing date using a "xx/xx/xxxx" format (for example: 03/01/1999).
- ? Click in the box marked "Bid Closing Time." Enter the time deadline for submission of bids. Be sure to note a.m. or p.m.
- ? Click in the box marked "Contact Name." You can enter the buyer's name or the name or title of the person to contact for a copy of the bid documents.
- ? Click in the box marked "Contact Phone." Enter the phone number in a "xxx-xxx-xxxx" format (for example: 404-657-6000).
- ? Click in the box marked "Project Title." Enter a brief description of what the bid covers.
- ? Click on the arrow in the box marked "Location." Select the county to which the goods are to be delivered or the service(s) performed.
- ? Click in the box marked "How to secure bid." Describe the method for vendors to obtain a copy of the bid. If you want them to fax requests, be sure to note all the information you will need. For example:  
  

"To receive a copy of a bid packet, fax your request to XXX-XXX-XXXX . Please provide the following information: the bid number, closing time & date of bid closing, company name, address, contact person, telephone number, TIN or SSN. Copies of bids can be mailed, sent Federal Express: Bill recipient or held for pickup. Please include on your fax request which of these methods you prefer. If you chose Federal Express: Bill Recipient, be sure to include your Federal Express account number."
- ? Click in the box marked "Description." Here is your opportunity to provide more than the information entered in the box marked "Project Title." THIS IS AN UNLIMITED FIELD. Here are some tips:  
  

- The main ideas behind the registry are: (1) To alert the public about bid opportunities and (2) To provide enough information about the bids so that vendors do not request bids they are not capable of bidding on.

- Because of the software used in this application, the information will all "wrap", that is, it will ignore spaces and paragraphs and one sentence or word will follow the preceding sentence or word. If you wish to separate sentences, phrases or words, use five asterisks (\*\*\*\*\*) or five periods (.....).

- If the bid is for a justifiable "Sole Brand", insert the phrase "No substitutions. Bidders must be authorized XXXX resellers" or words to that effect. There is no reason to waste time, paper and postage because a vendor is not aware that substitutions will not be accepted and cannot provide the brand specified
- If there is to be a site visit/walk-through or bidders conference, note the date, time and location of it.
- If the bid is for equipment that the vendor must install, note "Bid price MUST include installation." Conversely, if the bid is for equipment that normally requires professional installation, but which the agency plans to install itself, note "Bid price will NOT include installation. Agency will perform installation" or words to that effect. This information should also be part of the Request for Quote. This information will cut down on phone calls from confused vendors.
- If the purchase of equipment is to include training, so note.
- You can cut and paste from Word and WordPerfect documents into this area.
- If the bid is for an open agency contract, a fixed agency contract, a service maintenance contract or a lease/rental or installment purchase, always indicate that this is the case. Indicate the term of the contract (For example: "one-year open contract for noisemakers for the Georgia Department of Fun" or "a 36-month lease of worm incubators for Georgia Mid-South University").
- If there are only a few line items, you may want to list them. If they're more than a few, you may want to describe them in general terms (For example: "pipe and related plumbing items - 37 line items").
- Delivery may be to more than one location. If so, clarify in the descriptions (For example: "items are to be delivered to 27 department sites in various locations throughout the State of Georgia".)

?

Make sure that there are no errors. Once the process is complete, and the notice has been posted you cannot make changes from your PC.

#### OOPS! I MADE A MISTAKE. NOW WHAT?

If you discover typos or other errors after the posting has been made, you cannot change them from your PC. You must contact the Bid Officer at the State Purchasing Bid Office (fax 404-651-6763) and ask that the personnel in the Bid Office make the changes. Also, please fax any bid cancellations, closing date extensions or addenda to this office so that the postings can be kept up-to-date. In all cases, specify the RFQ or RFP number and the bid closing date as it currently appears on the Internet Procurement Registry.

**APPENDIX 3**  
**EXAMPLE INVITATION FOR CONSTRUCTION MANAGER / GENERAL CONTRACTOR**

The (INSERT AGENCY NAME) seeks construction management/general contractor services for the (INSERT PROJECT TYPE) to be constructed on (INSERT PROJECT LOCATION) For reference purposes, the facility is currently identified as the (INSERT PROJECT NAME) The scope of services shall generally be in accordance with the following Written Submittal.

**APPENDIX 4  
SAMPLE REQUEST FOR QUALIFICATIONS, PROPOSAL AND  
INTERVIEW**

**Georgia State Financing & Investment Commission**

**PROJECT NAME**  
**Location**

**Written Qualifications, Proposal, and Interview to provide  
Construction Management at Risk Services**



Georgia State Financing & Investment Commission – Written Qualifications, Proposal and Interview for  
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**Georgia State Financing & Investment Commission**

***Written Submittal to provide Construction Management Services for the construction of  
Insert Project Name & Location***

**I. Introduction**

**A. Purpose**

The Georgia State Financing and Investment Commission (GSFIC) (Owner) on behalf of INSERT CLIENT/AGENCY NAME has responsibility for construction of an INSERT BRIEF DESCRIPTION OF PROJECT. GSFIC is considering the services of a Construction Management Firm (CM/GC). In addition to managing the construction, if construction funding is obtained, the CM/GC will provide technical review, cost evaluation and schedule evaluation assistance to the architectural/engineering team during the design phase. CM/GC firm will assume responsibility for project construction cost by issuing a guaranteed maximum price not later than 80% through the design phase. The GMP will be a contractual obligation. CM/GC will also develop an overall project schedule, which will be a contractual obligation. In addition, CM/GC will be responsible for methods of construction, safety, and the scheduling and coordination of the work of all construction and miscellaneous contracts required for completion of the project within its predetermined budget and schedule.

The CM/GC will be expected to work closely with INSERT ARCHITECT/ENGINEERING FIRM NAME, to develop final documents and separate bid packages.

**B. Project Objectives**

The CM/GC will function as a CM-At-Risk (CM/GC). During Pre-Construction, the CM/GC will be responsible for pricing, value engineering, and maintainability and constructability issues. When design documents for the project have been developed in sufficient detail (approximately 80% complete), the CM/GC, with the support and assistance of the Architect, will commit to a Guaranteed Maximum Price (GMP) for all construction and site development. The GSFIC reserves the right to request an alternative additive item for FF&E, which we may ask to be included in the GMP (the GSFIC will accept/reject this item prior to finalizing the GMP). Construction will commence with the release of distinct work packages while the total design documents are being finalized. The CM/GC shall competitively select all construction subcontracts and other work appropriate for competitive selection using cost and other factors. The successful CM/GC shall not be eligible to bid or enter into contract or subcontract for any of the construction or other services of any nature on the project without the specific approval of the GSFIC.

In selecting a firm, GSFIC will place emphasis on experience of the firm and assigned personnel in providing function on projects of similar magnitude and complexity as the proposed project. Emphasis will be placed on firms oriented to the construction field having depth, knowledge, and resources in principles of general contracting, scheduling, contract coordination and compliance, budget control, familiarity with State, County and City laws, ordinances and codes. Certified Minority Business Enterprises are encouraged to respond to this request.

**C. Project Assumptions**

INSERT PROJECT DESCRIPTION

The CM/GC should prepare his proposal with the understanding that he will commit, at a minimum, a Project Superintendent and an overall Project Manager.

The CM/GC, as a part of his Preconstruction Services, will assist with developing a strategy for the best approach for the successful completion of the Project. For example without limitation, CM/GC will provide guidance and assistance in the preparation of a schedule and a reliable cost estimate.

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**II. General Instructions**

**A. Building Program**

**1. General**

The project will be designed and constructed to a level of quality and timeliness that reflects the long-term use of a State owned facility.

**2. Construction Budget**

The preliminary construction budget for the project is INSERT CONSTRUCTION BUDGET

**3. Construction Schedule**

Although no final schedule has been established, the agency has targeted INSERT TARGET COMPLETION DATE for occupancy. CM/GC will be responsible for developing the preliminary schedule and coordinating activities to accomplish the scheduled completion of the project.

**4. Owner-CM/GC Agreement**

The contract will be Actual Cost Plus a Fixed Fee not to exceed the Guaranteed Maximum Price (GMP). The Project will be Open Book. All savings, including unused contingency, will be returned to the Owner. Firms short-listed for interviews will receive the intended form of agreement prepared by the Owner and instructions for submitting a Fee proposal.

**B. Selection Process**

**1. Georgia Code Title 50 Chapter 22**

Selection of the CM/GC will be a multi-step process. GSFIC will generally follow the requirements of Georgia Code Title 50 Chapter 22 with respect to the selection of a CM/GC for the proposed project.

**2. Selection Committee**

The selection of a CM/GC Firm will be by a Selection Committee consisting of representatives of the Agency, GSFIC and third party representative appointed by the GSFIC director (i.e. another state representative, architect, etc.).

**3. Initial Written Submittal**

The Selection Committee will receive and review Statements of Qualifications and Performance Data in response to the "Initial Written Submittal for Construction Management Services." Review of responses by selection committee representatives will result in a short-list of three to five firms to be interviewed. Responses to the RFQ will first be evaluated against a set of weighted criteria to determine those firms most qualified and suited for this project. Qualifications alone will narrow the field to a short-list of finalists of three to five firms who will be invited to interview and to submit their Fee Proposal. **RFQ responses will be due by the time and date shown in the Schedule of Events (Section II f), at the GSFIC office located in Suite 1002, West Tower, Floyd Building, 2 Martin Luther King, Jr. Drive, Atlanta, GA 30334.**

**4. Final Written Submittal and Interview Short-Listed Firms**

Candidates interviewed will be ranked, with the highest ranked firm selected to enter into contract negotiations. Selection will be based on a combination of qualifications and price (consisting of CM/GC's General Conditions and Fee). The Fee Proposal is to be submitted in a sealed envelope at the time of the interview. Fee will be a contributing, not deciding factor in the selection. At the conclusion of the interviews, the Owner will then negotiate a contract with the highest-ranked firm including General Conditions and Requirements. If negotiations are not successful, the Owner will then negotiate with the second-ranked firm, and so on.

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**C. ~~Pre-proposal Conference~~ –INSERT INFORMATION REGARDING PRE-PROPOSAL CONFERENCE IF  
APPLICABLE (i.e. location, mandatory attendance, etc.)**

**D. Proposal Instructions**

**1. Written Submittals**

Please refer to the attached Section III for further instructions on the Request for Qualifications and Request for Proposal format. No submittals will be accepted after the time set for receipt. Qualifications and proposals submitted via facsimile, telegraph or Mailgram will be rejected.

The Selection Committee will perform evaluation of the qualification submittals. Submit the qualifications and proposal to:

Georgia State Financing & Investment Commission  
Suite 1002, West Tower, Floyd Building  
2 Martin Luther King, Jr. Drive  
Atlanta, Georgia  
Attn: INSERT CONTACT NAME

Except for submission of questions, discussed further below, proposers shall not contact any members, or employees, of the Georgia State Financing & Investment Commission, the INSERT AGENCY NAME, or the Architect regarding any aspect of this procurement, until after the award of the contract. Contact with the above mentioned individuals could be grounds for elimination.

**Questions relating to the RFQ or RFP** may be asked at the Pre-proposal Conference (if applicable). Any other questions must be submitted in writing to:

Georgia State Financing & Investment Commission  
Suite 1002, West Tower, Floyd Building  
2 Martin Luther King, Jr. Drive  
Atlanta, Georgia  
Attn: INSERT CONTACT NAME  
Or faxed to (404) 656-6009

It is the responsibility of each proposer to examine the entire RFQ and RFP, seek clarification in writing, and review its submittal for accuracy before submitting the document. Once the submission deadline has passed, all submissions will be final. The Owner will not request clarification from any individual proposer relative to their submission, but reserves the right to ask for additional information from all parties that have submitted qualifications.

It is the Owner's intent to limit the cost to proposers in responding to this solicitation, so you are encouraged to be brief and succinct. Page limits for the qualification and proposal submittals are identified in Section III. Thick volumes of background and general marketing material will not be appreciated and will not curry favor with the reviewers. We are seeking thoughtful, tightly focused qualification submittals that document your firm's suitability for this Project and understanding of the Project and Owner. Each firm must describe experience, if there are multiple firms proposed as one team. Please indicate by firm those qualifying as a minority firm.

**2. Final Written Submittals**

Within three weeks of the receipt of the qualification submittals, three to five firms judged to be most qualified based on the information submitted will be asked to submit more detailed information concerning their experience and abilities. The shortlisted firms will submit a second written submittal, attend an interview with the selection committee, and submit a proposal for fees and general conditions. The deadline for the submission of the additional information will be contained in the notice identifying the short listed firms in section F. "Schedule of Events".

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The Georgia State Financing & Investment Commission reserves the right to negotiate, prior to award, adjustments in any and all elements of what proposers submit in their proposals so long as such adjustments do not have the affect of increasing the total compensation paid by the Owner over the total proposed compensation set forth in submitted proposals.

Where the RFP requires the proposer to submit a number of days, or to submit a milestones chart, the days used shall be calendar days unless otherwise specified herein.

Any submitted proposal shall remain valid ninety (90) days after the proposal due date or until the Owner executes a contract, whichever is sooner. The GSFIC may, in the event the selected proposer fails to perform and/or the contract is terminated within forty-five days of its initiation, request the proposer submitting the next acceptable proposal to honor its proposal.

**Questions relating to the RFQ or RFP** may be asked at the Pre-proposal Conference. Any other questions must be submitted in writing to:

Georgia State Financing & Investment Commission  
Suite 1002, West Tower, Floyd Building  
2 Martin Luther King, Jr. Drive  
Atlanta, Georgia  
Attn: INSERT CONTACT NAME  
Or faxed to (404) 656-6009

**The deadline for submission of questions relating to the RFQ and RFP is time and date shown in the Schedule of Events (Section II f).** All questions from the pre-proposal conference as well as any questions, which have been submitted in writing, prior to the deadline, will be compiled and answered in writing. A copy of all questions and answers will be sent only to those firms who attended the pre-proposal conference.

***E. Information Regarding Scope of Work During Phases of Project***

The construction Manager (CM/GC) services shall include a preconstruction design phase, and a construction phase. During the design phase, the CM/GC will provide cost estimates and cost evaluation, value engineering recommendations, design analysis, constructability reviews and technical input on methods of construction, materials, details, and bidding formats and types of separate bidding packages. Not later than 80% complete design documents, CM/GC shall issue a guaranteed maximum price (GMP) backed by a surety bond. Project shall be constructed within this GMP. CM/GC shall also develop and maintain a master project schedule. During the construction phase, which includes any previously awarded early bid packages, CM/GC will be responsible for methods of construction, safety programs, general conditions, prequalification of potential subcontractors and bidding of all work, certification of work in place and monthly payment requests, coordination and scheduling of all work of all construction contracts and miscellaneous contracts required for the completion of the project within the predetermined budget and schedule. CM/GC will assist Owner and A/E team in management and administration of the project except that Owner shall at all times retain complete contractual control of all prime CM/GC and A/E contracts, project funds and disbursements.

The Architect shall retain all normal architectural responsibilities for professional design, cost control, schedule, and quality assurance including normal construction administration responsibilities.

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The following is a listing of some of the representative services to be provided by the CM/GC:

***I. Design and Pre-Construction Phase***

- A. Develop a major task based bar schedule (Gantt Chart).
- B. Develop a provisional construction **CPM** schedule indicating methods and sequencing of construction.
- C. Develop requirements for safety, quality assurance, and schedule adherence.
- D. Perform a “constructability” review of the construction documents.
- E. Perform maintainability review of the construction documents.
- F. Provide detailed construction cost estimates, to achieve GSFIC’s budget.
- G. Provide analysis of different construction methods in each major trade group for potential quality, cost and schedule enhancements.
- H. Develop construction budget to be maintained throughout construction.
- I. Develop value-engineering options.

***II. Bidding and Award Phase***

- A. Arrange bid packages.
- B. Develop requirements to assure time, cost and quality control during construction.
- C. Provide a provisional construction schedule (CPM) for issuance with bid packages.
- D. Identify bidders and generate bidder documents.
- E. Schedule and conduct pre-bid conferences in conjunction with the Architect.
- F. Advertise and distribute bidding documents.
- G. Monitor bidder activity.
- H. Review and analyze bids.
- I. Update schedule.

***III. Construction Phase***

- A. Maintain on-site staff for construction management.
- B. Establish and maintain coordinating procedures.
- C. Develop and maintain a detailed schedule (CPM) including delivery, approvals, inspection, testing, construction and occupancy.
- D. Conduct and record job meetings.
- E. Prepare and submit change order documentation for approval of the Architect and the Owner.
- F. Maintain a system for review and approvals of shop drawings.
- G. Maintain records and submit bi-weekly reports and formal monthly reports to Architect and the Owner.
- H. Maintain quality control and ensure conformity to plans.
- I. Provide cost control through progress payment review and verifications according to the approved schedule and contract amounts.
- J. Develop as-built drawings.
- K. Coordinate post-completion activities, including the assembly of guarantees, manuals, closeout documents, training, and the Client/Agency’s final acceptance.

***IV. Warranty Phase***

- A. Coordinate and monitor the resolution of remaining “punch-list” items.
- B. Coordinate, monitor and resolve all warranty complaints to the satisfaction of the Client/Agency during the one-year general warranty period.

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**F. Schedule of Events**

The following Schedule of Events represents the Commission's best estimate of the schedule that will be followed. Unless others specified, the time of the day for the following events shall be between 8:00 a.m. and 4:30 p.m. Eastern Time. The Commission reserves the right, at its sole discretion, to adjust this schedule, as it deems necessary. Notification of any adjust to the Schedule of Events shall be provided to all Proposers attending the Preproposal meeting.

EVENT	DATE	TIME
1. Agency issues advertisement		-----
2. Deadline for written questions and clarification on Request for Qualifications		4:00 PM
3. Deadline for submission of Qualifications		4:00 PM
4. Commission completes qualification evaluation and issues short-list		-----
5. Commission conducts a pre-proposal conference for short-listed firms		
6. Deadline for written questions and clarification on Request for Proposal		4:00 PM
7. Deadline for short-listed firms to submit detailed proposal		4:00 PM
8. Commission completes detailed proposal evaluation and issues shortlist of firms for interviews		-----
9. Commission interviews short-listed firms		-----

**III. Qualifications and Proposal Submission Format and Requirements**

***A. Initial Written Submittal (Request for Qualifications or “RFQ”)***

One (1) original and four (4) copies of the qualifications shall be submitted. Each submittal shall be identical and include a transmittal letter. Proposers are encouraged to follow the sequence of the Initial Written Submittal in their responses. Responses should be concise, clear, and relevant. Proposers' cost incurred in responding to this Initial Written Submittal is proposers' alone and the Owner does not accept liability for any such costs.

**Qualifications submittals will be received until time and date shown in the Schedule of Events (Section II f.)** Such qualifications submittals must be typed on standard (8 ½” x 11”) paper. The pages of the qualification submittals must be numbered. A table of contents, with corresponding tabs, must be included as well, to identify each section. Responses are limited to ten (10) pages or less using a minimum of 10-point arial font.

**The evaluation criteria for the Initial Written Submittal is as follows:**

Pre-requisite Criteria – Firms shall meet the criteria below. Firms that do not meet these criteria are automatically disqualified for further evaluation.

- Firm must have an M/WBE program
- Firm must have a safety Experience Modification Rate of less than 1.5 for the last three years
- Firm must have bonding capacity to provide a payment and performance bond for total cost of work
- Firm must have current Builder's Risk Insurance Policy

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- Firm must have a current ratio (current assets/current liabilities of 1.2 or better
- Firm must have a debt to equity ratio below 4% or industry average, whichever is greater

Major Category	Criteria
Responsiveness of Submittal <i>(INSERT WEIGHT or POINT VALUE)</i>	
	Extent to which the instructions in the RFQ were followed
Financial Information <i>(INSERT WEIGHT or POINT VALUE)</i>	
	Firm's litigation record
	Firm's financial stability based on their current ratio, return on assets, return on equity and debt to equity
Location of Firm's office from Project Site <i>(INSERT WEIGHT or POINT VALUE)</i>	
	Ability of project team to respond to project needs during preconstruction and construction
Depth of Resources/Personnel Capability with Relevant Experience <i>(INSERT WEIGHT or POINT VALUE)</i>	
	Depth of resources with experience and ability available for Project Executive role
	Depth of resources with experience and ability qualified and available for Project Manager role
	Depth of resources with experience and ability qualified and available for Project Superintendent role
Firm's relevant project experience <i>(INSERT WEIGHT or POINT VALUE)</i>	
	Firm's experience with similar product types
	Firm's experience with preconstruction and construction services
	Firm's experience on State projects
Statement of Why the Firm Should be Selected <i>(INSERT WEIGHT or POINT VALUE)</i>	
	Firm's unique ability to provide CM/GC services for project

**The qualification submittal should contain the following information in the following order:**

**A. Firm Description and Letter of Interest**

1. *Basic company information*
  - Company name
  - Address
  - Zip code
  - Telephone number
  - Fax number
  - E-mail address
  - Name of primary contact
  - Number of years in business



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2. Form of ownership, including state of residency or incorporation. Is the offeror a sole proprietorship, partnership, corporation, Limited Liability Company, joint venture, or other structure? For joint venture entities that have not completed at least *two* relevant projects, each firm should submit its qualifications separately.
3. Describe the history and growth of your firm(s) *as succinctly as possible*.
4. Describe your experience with litigation with Owners, subcontractors, and Architects. List any active or pending litigation and explain.
5. Has the firm been involved in any litigation in the past five- (5) years?
6. List five (5) Architect and Owner references for projects that your firm has completed in the past three years that required pre-construction and construction services and were valued at or above (insert value at least 75% of projected construction costs). Briefly describe the projects and list the company, contact person, and phone number.
7. List five (5) major trade contractor references (company, contact, and phone number).
8. Provide a statement of disclosure, which will allow the Owner to evaluate possible conflicts of interest.

**B. Financial Responsibility**

1. List your total annual billings for each of the past 3 calendar years.
2. Supply financial references.
3. List main banking references
4. Has the firm ever failed to complete any work awarded to it, or been removed from any project awarded to the firm?
5. What is the firm's annual volume and average volume the past three- (3) years?
6. List the contact persons, addresses, and phone numbers for your insurance carrier and agent.
7. List the contact persons, addresses, and phone numbers for the firm's bonding company and agent.
8. What percentage of your firm's work has been negotiated during the past three- (3) years?  
Supply the following financial ratios for the last five years, with a signed affidavit.
  - a) Current Ratio: Current Assets/Current Liabilities
  - b) Debt to Equity: Total Liabilities/Equity

**C. Office submitting qualifications**

If the firm has multiple offices, the qualification statement should include information about the parent company and branch office separately. Identify office from which project will be managed and this office's proximity to the project site.

**D. Personnel capability**

Provide general information about the firm's personnel resources, including classifications and numbers of employees and locations and staffing of offices. Provide list of qualified and available resources identifying experience and ability for key personnel. At this stage, firms may list more than one individual who is qualified and available for proposed project. Stage II of the selection process requires identification of the proposed team and their relevant experience. The key personnel, at a minimum, are the project superintendent, project manager, project director, estimator or preconstruction manager, and

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the executive in charge. Where the project schedule plans construction start later than six months from date of the solicitation, multiple names may be given. Each resume should include an owner and design professional reference.

E. Firm's Relevant Project Experience

Relevant project experience includes similar building type and delivery method relevant to the type of project to be constructed utilizing the CM/GC (or performing as a general contractor on similar types and sizes of projects). Describe no more than ten (10) and no less than five (5) projects in order of most relevant to least relevant (similar type of construction and a contract dollar amount equal to 75% or more of the incumbent project) which demonstrate the firm's capabilities to perform the project at hand. For each project, the following information should be provided:

Project name  
Project location  
Dates during which services were performed  
Physical description (e.g., square footage, number of stories, site area) Brief description of project  
Services performed by CM/GC or GC firm  
Statement of performance versus owner expectations in the areas of costs, quality, and schedule  
Owner reference  
Design professional reference

F. Safety information

Provide a letter on the firm's insurance company's letterhead stating the Workers Compensation Experience Modification Rate (EMR) for the past three years with a signed affidavit.

G. Statement of why the proposing firm should be selected

This section provides each firm the opportunity to provide specific information that differentiates them from others in the competition. This statement should be limited to two pages and is in addition to the 10-page limit above.

***B. Final Written Submittals (Request for Proposal or "RFP")***

The selection committee will review the data submitted above and select three to five firms. These firms will be asked to submit the following detailed information in the following order. One (1) original and four (4) copies of the information shall be submitted, each in a three- (3) ring binder. Each binder shall be identical and include a transmittal letter. Binders shall be submitted in a cardboard box. Responses should be concise, clear, and relevant. Responses are limited to 80 pages or less using a minimum of 10-point arial font. Pages shall be numbered consecutively. Proposers' cost incurred in responding to this Initial Written Submittal is proposers' alone and the Owner does not accept liability for any such costs. Following completion of the final written submittal evaluations, three to five firms will be selected to appear before the Selection Committee to make a presentation and to submit to an interview.

**Final Written Submittal Evaluation Criteria**

The services being sought under this RFP are considered to be professional in nature. Consequently, the evaluation of the proposals will be based upon consideration of the demonstrated qualifications and capabilities of the proposers that will result in an award that are in the best interest of the GSFIC. Absent written notice to the short listed firms affected, factors to be considered in the evaluation shall be limited to the following:

Major Category	Criteria
Qualifications and experience of the proposed project team <i>(INSERT WEIGHT or POINT VALUE)</i>	

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	Experience of the project manager and superintendent working together on past projects
	Quality of references of the proposed project director's commitment and project leadership
	Quality of references for the proposed team
	Past experience of the team working together with the selected Architect and/or Program Manager
	Availability of the proposed team for this project
	Assigned team's experience with projects of similar facility size and type
	Assigned team's experience with effective budget control
	Assigned team's experience with effective schedule control
	Quality of references for the proposed team
Services <i>(INSERT WEIGHT or POINT VALUE)</i>	
	Quality of firm's proposed services and how well services address proposed project needs
	Firm's demonstrated ability to apply in-house services to solving project issues
Management Plan <i>(INSERT WEIGHT or POINT VALUE)</i>	
	Firm's demonstrated ability to solve complex project issues
	Effectiveness of firm's cost management plan during design and construction
	Firm's approach for managing changes within the stated cost and schedule limitations
	Firm's approach for competitively administering and evaluating bid packages
	Effectiveness of firm's schedule management plan during design and construction.
	Effectiveness of firm's subcontractor management plan
	Firm's approach to implementing an effective MWBE and Local contractor outreach program
	Effectiveness of quality assurance program and plan
	Effectiveness of close-out plan
	Effectiveness of plan for administering other services identified by firm, value to project.
	Effectiveness of site logistics plan and safety plan.
MWBE Participation and Nondiscrimination <i>(INSERT WEIGHT or POINT VALUE)</i>	
	Firm's affirmative action plan concerning its work force and procurement practices and approach for implementing on proposed project
	Firm's record on policies of nondiscrimination on the basis of race, creed, color, sex, or national origin in its employment or procurement practices
Safety <i>(INSERT WEIGHT or POINT VALUE)</i>	
	Effectiveness of firm's safety plan and logistics plan for proposed project

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To be considered, prospective contractors must submit a complete response as required herein. Contractors must submit evidence of their abilities and provide complete, thorough and comprehensive responses and information for each of the following components of the RFP.

**The Proposal Submittal shall contain the responses to the following questions in the order shown.**

***I. Qualifications and Experience of Proposed Project Team***

1. Describe your firm's proposed organization for the construction management team including superintendent, project manager, project director, cost estimator, project executive, etc. who will manage the project. Please designate the specific individuals to fill the following key roles on your team:
  - a) Superintendent
  - b) Project Manager
  - c) Project Director
  - d) Cost Estimator
  - e) Project Executive
  - f) Other (please describe, if applicable.)
2. Please provide for each of the above personnel:
  - a) Current resumes listing relevant project experience.
  - b) Percent of time to be committed to this Project.
3. Please identify the individual who, *from project start to finish*, will be the leader of your construction team and the principal point of contact between your firm and the Owner, the Architect, and other consultants. This individual's competence, his/her leadership, and his/her ability to achieve *customer satisfaction* will be heavily considered in the selection of a construction management firm.
4. Provide an organizational chart showing the lines of responsibility and accountability for your team.
5. Provide for each of the examples of your experience as prime contractor in constructing facilities similar to this project which were included in your response to the RFQ the following information:
  - a) Provide photographs.
  - b) Provide an owner reference familiar with your performance on the project. ***It is the proposer's responsibility to ensure that they have listed a current contact with a correct phone number.***
  - c) Provide an architect reference (with current phone number) familiar with your performance on each project
  - d) Provide a Program Manager reference (if applicable).
  - e) List the individual who served as the Project Executive/Director, Project Manager, Superintendent, and Cost Estimator. Please note whether or not this individual is still employed with your firm.
  - f) Indicate those projects that included architect, engineering consultant and contractor serving a corporate or public client *as a team*.
  - g) Provide the two most recent projects your firm has completed. Include the total % change orders and performance relative to the initial project schedule. For each project, provide the name of an owner's representative (with a current phone number) who is familiar with your performance on the project.
  - h) Provide any additional relevant information.

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**II. Services**

1. Provide a list of services you normally provide for construction management or general contractor services.
2. How would you implement these services to ensure the success of this project?
3. Define value engineering; describe your approach to providing value engineering with relevant examples.
4. Occasionally, subcontractors and suppliers go bankrupt during the course of a project. What would you do to protect the Owner from being adversely affected by such an occurrence?
5. Describe how your firm would assist the GSFIC in assuring participation by local contractors. Include examples of other projects where you have been successful in meeting similar goals.
6. Provide four (4) unique examples of how you applied your services to resolve existing budget schedule or risk issues on projects of similar size and complexity.
7. Should the Owner decide to request a Guaranteed Maximum Price, describe the process to be used to obtain a Guaranteed Maximum Price and for providing bonding for the project.

**III. Management Plan**

1. Describe your process for efficiently resolving issues and maintaining the project commitments working collaboratively with the Architect, GSFIC and Client Agency. Provide specific examples demonstrating your ability to solve complex project issues without compromising your team commitments.
2. Provide your detailed cost management plan for controlling costs on this project within the stated cost limitation during design and construction. Describe your systems and procedures for controlling costs during design and construction.
3. Provide your detailed change management plan for managing cost and schedule exposures within the stated limitations.
4. Provide your detailed procurement plan including details on your plan to achieve M/WBE and local contractor participation. Describe how your firm intends to arrange the construction into bid packages in order to reach the GSFIC's schedule and budget objectives.
5. Provide your detailed schedule management plan, for this project, during design and construction. Describe systems and procedures your firm uses to manage the project schedule. Describe alternatives that may be explored to shorten the schedule.
6. Provide your detailed subcontractor management plan including, contract document compliance procedures, project accounting procedures, and issue resolution.
7. Provide your closeout management plan for this project. Describe your systems and procedures for your closeout plan.
8. Provide your detailed plan for applying any services identified in Section II, not specifically requested by the GSFIC. Explain the relevance of these services to this project and how they benefit the project.
9. Provide your quality assurance plan for this project. Describe your firm's approach for validating compliance with the construction documents. Explain your process for ensuring quality workmanship.

Georgia State Financing & Investment Commission – Written Qualifications, Proposal and Interview for  
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**IV. M/WBW Participation and Nondiscrimination**

1. Please include your firm's affirmative action policy, as well as your proposed efforts to ensure minority participation on this project.
2. State your firm's history of Minority and Women-Owned Business (M/WBE) participation.
3. State your plan for including M/WBE participation in this project including development of bid packages and your goal for participation.
4. List references of Owners, M/WBE firms or consultants who can speak to your firm's utilization of M/WBE on previous projects

**V. Safety**

1. Provide your safety and site logistics plan for this project. Describe your plan for working around existing operations and for site access.
2. Submit a copy of your firm's safety program.
3. Provide your accident incident rate for the past three (3) years utilizing the following formula:  
$$\text{Incident Rate} = \frac{\# \text{ Injuries } (200,000)}{\# \text{ Total Man Hours}}$$

### **C. Additional Conditions**

The Owner reserves the right to reject any or all Proposals received. The Owner is not obligated to request clarifications or additional information but may do so at its discretion. The Owner reserves the right to extend the deadline for submittals.

- Confidentiality of Documents: Upon receipt of a proposal by the Owner the proposal shall become the property of the Owner without compensation to the proponent, for disposition or usage by GSFIC or the Client/Agency at its discretion. Subject to the provisions of the Open Records Act, the details of the proposal documents will remain confidential until final award.
- Costs to Prepare Responses: The Owner assumes no responsibility or obligation to the respondents and will make no payment for any costs associated with the preparation or submission of the proposal.
- Equal Employment Opportunity: During the performance of this Contract, the CM/GC agrees as follows: The CM/GC will not discriminate against any employee or applicant for employment because of race, creed, color, sex, age, national origin, place of birth, or physical handicap. CM/GC must have a history of being non-discriminating and will not discriminate on the basis of race, creed, color, sex, or national origin in any of its employment practices, or procurement practices with respect to the work force of the firm, or procurement services in connection with this project. An affirmative action plan must be maintained for both work force and procurement practices.
- GSFIC does not desire to enter into "joint-venture" agreements with multiple Construction Management firms. In the event two or more firms desire to "joint-venture", it is strongly recommended that one incorporated firm become the Construction Management Firm with the remaining firms being consultants.
- The Selection Committee desires to review information on the firm's major consultants. The firm is requested to name principal consultants and submit Statement of Qualifications and Performance Data accordingly, including therein all of the information requested of the firm (including, for example, a statement of efforts which have been or will be made to encourage and solicit participation by qualified minorities).
- Project site visit will be conducted with each of the short-listed firms prior to their interview.

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## **D. Formal Interviews, Fee Proposal & Final Evaluation**

### **Formal Interview Evaluation Criteria**

Interview (INSERT WEIGHT or POINT VALUE)	
	Overall impression of key team members (project manager, superintendent, project director, cost estimator, project executive, etc.
	Methodology presented to assure success
	Ability of principals to engender confidence in the ability of the firm to complete the project within the time and cost budgeted.
	Ability of team members to communicate during the interview process
	Firm's ability to effectively answer questions and problem solve in meeting
	Overall impression of the firm

### **Interview Format**

The three to five firms selected to make a presentation to the selection committee will be notified within the time outlined in section F. "Schedule of Events". Each firm selected for further consideration shall be notified in writing and informed of a place and time for the interview session. The time allotted to each firm for the presentation and interview shall not exceed one hour (5 minutes for setup, 30 minutes for presentation, 20 minutes for questions, and 5 knockdown). The format of the interview session is at the discretion of the proposer; however, electronic presentations are not allowed. All members of the selection committee will be present during the formal interview. Firms shall address any questions, prior to the interview, to the selection committee chair. Firms shall not contact any other members of the selection committee. A copy of the proposed contract will be made available to each of the short listed firms prior to the time set for their interview.

### **Things to Address at Interview**

The intent of the formal interview process is to provide the selection committee with in-depth information from the CM/GC firm in order to make a final selection of the best-suited firm for the contract. Firms should focus their presentations on the detailed plan for managing the cost, schedule and quality on the project and any unique characteristics or services the firm offers.

Firms are discouraged from reviewing company history and past experience evaluated during the initial and final written submittals unless this information is relevant to the project specific management plan. The preferred media is flip charts or boards. Firms are discouraged from using PowerPoint presentations. All key personnel should be present at the interview including at a minimum the project superintendent, project manager, project director, cost estimator, and project executive.

### **Fee Proposal**

Fee proposals will be solicited from the short-listed candidates invited to interview. Fee proposals shall be submitted at the conclusion of the interview session in a sealed envelope. The fee proposal form Exhibit E, shall be used. Selection shall not be based solely upon the fee proposal, however the fee and overhead costs and guaranteed maximum price upset figure shall be a significant factor in the overall selection evaluation.



Georgia State Financing & Investment Commission – Written Qualifications, Proposal and Interview for  
Construction Management At Risk Services

**Final Evaluation**

Upon completion of the evaluation process by the Selection Committee, the firms will be ranked in descending order of recommendation. Negotiations will then be initiated with the best-qualified firm to determine the CM/GC fixed fee including the proposed cost for general conditions and general requirements. In the event a satisfactory fixed fee cannot be reached with the highest ranking firm, the Owner will formally terminate the negotiations in writing and enter into negotiations in turn with the second ranking firm or the third ranking firm until a mutually agreed upon fixed fee is established. Once the successful CM/GC and the agreed upon fixed fee have been determined, a CM/GC services contract will be awarded by the Georgia State Financing & Investment Commission. The Form of Contract shall be a modified Contract developed by the Owner.

**CM/GC FEE PROPOSAL**  
**(Submit In A Sealed Envelope with Project Cost Matrix)**

**1. CM/GC'S FEE:**

Basis of Fee. The CM/GC's fee is the amount, established by and agreed to by both parties, which is the full amount of compensation due to the CM/GC as gross profit, and for any and all expenses of the Project not included and identified as a Cost of the Work, provided that the CM/GC performs all the requirements of the Contract Documents within the time limits established. (See Article 4.1.1 of the General Requirements.) If applicable, the fees and costs should be broken down by each site within a multi-site project.

**A. PRECONSTRUCTION FEE:**

Pre-Construction Fee. For the pre-construction consulting services provided by CM/GC as set forth in Section 2, Parts 1 and 2 of the General Requirements, and as described in Paragraph 4.1.1.1(b), Owner shall pay to CM/GC a Preconstruction Fee:

	TOTAL
Pre-Construction Fee	

**B. CONSTRUCTION FEE:**

Construction Fee. For the construction services provided by CM/GC as set forth in Section 3, Part 1 of the General Requirements, and as described in Paragraph 4.1.1.1(b) Owner shall pay to CM/GC a Construction Fee.

	TOTAL
Construction Fee	

**2. CM/GC'S EXPENSES AND OVERHEAD COSTS (Preconstruction and Construction):**

The CM/GC's Overhead Costs. The maximum amount for the CM/GC's Pre-Construction Costs and Expenses and Construction Overhead Costs are inclusive of all direct and incidental expenses are as described in Paragraph 4.1.1.2 .

	Maximum Monthly Overhead Costs	Anticipated Construction Schedule (In Months)	Total Anticipated* Monthly Overhead Costs Exclusive of Insurance	One Time Costs (Bonds, Insurance, Etc.)	TOTAL
Maximum Pre-construction Costs and Expenses					
Maximum Construction Overhead Costs					
<b>Total Maximum CM/GC Overhead Allowance</b>					<b>\$</b>

\* Note: Total Anticipated Monthly Overhead Cost Exclusive of Insurance may be less than Maximum Monthly Overhead Costs multiplied by the Anticipated Months in the Construction Schedule, but cannot exceed it.

Attach the "Project Cost Matrix" to this GM/CC Fee Proposal in the same sealed envelope.

\_\_\_\_\_  
Proposer

By: \_\_\_\_\_  
Name

\_\_\_\_\_  
Title

<b>PROJECT COST MATRIX</b> <i>For each item marked with an "x", except for the Cost of Work Column, enter the estimated total cost, including any units, unit costs, and quantities. All preconstruction services cease upon approval of the GMP change order.</i> Project No.				
Office Expense	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
CM Field Office, Furniture & Furnishings		x		
Office Supplies - Preconst.	x			
Office Supplies		x		
Field Office Equipment & Maintenance		x		
Owner/Arch Office, Equipt & Utilities		x		
Jobsite Radios/Beepers		x		
Copy Machine & Maintenance - Preconst.	x			
Copy Machine & Maintenance		x		
Computers, Usage, Software & Maintenance – Pre	x			
Computers, Usage, Software & Maintenance		x		
Fax Machine & Service		x		
Field Office Telephone		x		
Long Distance - Preconst.	x			
Long Distance		x		
Office Janitorial		x		
Postage & Expressage - Preconst.	x			
Postage & Expressage		x		
Plans & Specifications (6 sets per bid pkg.)		x		
Scheduling Expenses		x		
Construction Photos & Supplies		x		
Proj. Superintendent (only) Moving Expenses		x		
Job Travel		x		
Job Meetings & Ceremony Expense		x		
Partnering Sessions		x		
Construction Trade Training Program		x		
Drawing Coordination Consultant		x		
Record Drawings		x		

Advertising (for bids)			x	
Messenger/Runner/Courier			x	
Audit		x		
Records Storage		x		
Public Information Program		x		
Testing, Inspection & Quality Control	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
Testing Laboratory Services				x
Soils Testing & Inspection				x
Concrete Testing & Inspections				x
QC/QA Manager		x		
Concrete Consultant (w/Owner approval only)	x			
Structural Consultant (w/Owner approval only)	x			
Envelope Consultant (w/Owner approval only)	x			
Taxes/Insurance/Fees	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
Building Permits		x		
Special Permits, Licenses, Fees		x		
Utility Connection Permits		x		
Operational Permits				x
Easements				x
Impact Fees		x		
Worker's Compensation Insurance		x		
Builder's Risk Insurance		x		
Insurance Deductibles		x		
Owner's Protective Insurance		x		
Liability & Property Insurance for Project		x		
Miscellaneous Insurance		x		
Sales, Use and Gross Receipts Taxes		x		
Performance & Payment Bonds (for CM/GC only, not including bonds for subcontractors)	X			
Construction Management Labor	In Pre-Const. Services	In Construction Services	Cost of Work	By Others

Payroll Tax Fringes	x	x		
Worker's Compensation Insurance	x	x		
Pre-const. Management Labor	x			
Const. Management Labor		x		
Safety Officer		x		
General Conditions Labor		x		
Fees	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
CM Fees (Separately proposed)				
Legal Fees		x		
Construction Equipment & Tools	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
Levels and Transits		x		
Field Engineer			X	
Layout Crew			X	
Engineering Equipment		x		
Engineering Supplies		x		
Layout/Batterboards			x	
Licensed Survey Layout		x		
Site Surveys & Soils Reports				X
Permanent Construction	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
Trade Contract Cost			x	
Self-Perform Labor & Materials			x	
Materials Incorporated into the Work			x	
Corrective Work			x	
Punchlist Work			x	
Warranty Work			x	

## APPENDIX 5

### EXAMPLE SHORTLIST SELECTION CRITERIA WEIGHTING AND SCORING FORM

PROJECT: \_\_\_\_\_

The Selection Committee should develop the appropriate weighting for each advertised selection factor based upon perceived importance for this particular project. It is recommended that weightings in the following ranges be utilized:

9-8-7	Excellent
6-5-4	Good
3-2-1	Weak

For the purposes of this shortlist selection, the following weights have been assigned to the selection factors published in the Invitation:

Pre-requisite Criteria – Firms shall meet the criteria below. Firms that do not meet these criteria are automatically disqualified for further evaluation.

- Firm must have an M/WBE program
- Firm must have a safety Experience Modification Rate of less than 1.3 averaged over 3 years
- Firm must have bonding capacity to provide a payment and performance bond for total cost of work
- Firm must have current Builder's Risk Insurance Policy
- Firm must have a current ratio (current assets/current liabilities of 1.2 or better
- Firm must have a debt to equity ratio below 4% or industry average, whichever is greater

Criteria	Weight
Extent to which the instructions in the RFQ were followed	
Depth of resources with experience and ability available for Project Executive role	
Depth of resources with experience and ability qualified and available for Project Manager role	
Depth of resources with experience and ability qualified and available for Project Superintendent role	
Firm's experience with similar type projects	
Firm's experience providing the required preconstruction and construction services	
Firm's experience on State projects	
Financial stability based on their current ratio, return on assets, return on equity and debt to equity	
Current Ratio	
Return on Asset	
Return on Equity	
Debt to Equity	
Location of office to jobsite: ability of project team to respond to project needs during preconstruction and construction	
Firm's unique ability to provide CM/GC services for project	

Subsequently, each firm should be rated on a scale of 1 to 9 points on each weighted selection factor in accordance with the following scale:

9-8-7	Excellent
6-5-4	Good
3-2-1	Weak

A total score for each firm should then be compiled by multiplying each weighted selection factor by the firm's quality score on each factor and then totaling all the individual weighted factor scores to arrive at the firm's total score.

**APPENDIX 6**  
**EXAMPLE SHORTLIST FIRM SCORING FORM**  
 (Each Selection Committee member should fill out one form per proponent.)

PROJECT: \_\_\_\_\_

LEAD FIRM NAME: \_\_\_\_\_

EVALUATION DATE: \_\_\_\_\_

SELECTION FACTORS	WEIGHT	RATING	SCORE
Firm meets pre-requisite requirements	N/A	N/A	Yes or No
Extent to which the instruction in the RFQ were followed		7-8-9 4-5-6 1-2-3	
Depth of resources with experience and ability available for Project Executive role		7-8-9 4-5-6 1-2-3	
Depth of resources with experience and ability qualified and available for Project Manager role		7-8-9 4-5-6 1-2-3	
Depth of resources with experience and ability qualified and available for Project Superintendent role		7-8-9 4-5-6 1-2-3	
Firm's experience with similar product types		7-8-9 4-5-6 1-2-3	
Firm's experience with the required services		7-8-9 4-5-6 1-2-3	
Firm's experience on State projects		7-8-9 4-5-6 1-2-3	
Location of office to jobsite: ability of project team to respond to project needs during preconstruction and construction		7-8-9 4-5-6 1-2-3	
Firm's unique ability to provide CM/GC services for project		7-8-9 4-5-6 1-2-3	

TOTAL SCORE: \_\_\_\_\_

APPENDIX 7  
EXAMPLE SHORTLIST SCORING SUMMARY OF ALL RESPONDING FIRMS

**Selection of CM-GC for Project No. XXX-###**

**Date ##, 200#**

Scoresheets Summary for Selection Committee.

Ranks by Individual Committee Members based on Published Selection Criteria.

Final Ranking of All Firms based on Sum of Individual Committee Member Rankings.

**In Rank Order**

1 Firm A  
2 #N/A  
3 #N/A  
4 #N/A

**CANDIDATE**

**(RANKING)**

	Sum of Indv'l Rankings	Group Ranking	
<b>TOTALS</b>			
Firm A	5	1	Firm A
Firm B	5	1	Firm B
Firm C	5	1	Firm C
Firm D	5	1	Firm D

QUESTION (SCORE)

	1	2	3	4	5	6	7	8	Indv'l Score	Indv'l Ranking
<b>SCORER 1</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 2</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 3</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 4</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 5</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1



**APPENDIX 8  
EXAMPLE FIRM REFERENCE CHECKING FORM**

INTERVIEWER'S NAME: \_\_\_\_\_

DATE OF INTERVIEW: \_\_\_\_\_

NAME OF PROFESSIONAL FIRM: \_\_\_\_\_

NAME OF REFERENCE: \_\_\_\_\_

**INSTRUCTIONS:**

After a shortlist has been made, the Selection Committee should normally develop four to six set standard questions to ask each reference. The reference checks include other owners, architects, M/WBE contractors and subcontractors. Committee members should be randomly assigned to personally call each the assigned references. Example questions are shown below:

QUESTION 1: How would you rate Firm XYZ's overall performance on your recently completed office building?

QUESTION 2: Did firm XYZ performances in any way negatively impact affect the project schedule?

QUESTION 3: Did firm XYZ performance in any way negatively impact affect the project budget?

QUESTION 4: Was there continuity in Firm XYZ's principal and project management team throughout the life of the project?

QUESTION 5: Would you hire Firm XYZ to do another project for you in the near future?

Question 6: Did firm XYZ meet bid package deadlines?

Question 7: Did firm XYZ work collaboratively with the contractor on value analysis?

**REFERENCE FOR PROPOSED SUPERINTENDENT AND PROJECT MANAGER ONLY:**

How well did the proposed teamwork together to solve problems and maintain the project budget and schedule?  
How reliable and creative were their resolutions?

How effectively did the proposed project director solve problems and how well did he/she provide adequate resources to support the project needs?

**M/WBE FIRM REFERENCE ONLY:**

How effectively did the proposed firm notify you in advance of the project scope and opportunity and did they make an adequate attempt to make the bid process fair and reasonable?

**TRADE CONTRACTOR REFERENCE ONLY:**

Did the proposed firm work to promptly pay invoices? Was the proposed firm fair and reasonable with decisions related to project issues?

## **APPENDIX 9**

### **INTERVIEW FORMAT RECOMMENDATIONS**

The Selection Committee, before adjourning the shortlist development session, should determine what interview rules it wishes the proponents to follow during the formal interview process so they may be communicated to shortlisted firms in the Shortlist Notification Letter. The rules should be adjusted to serve the needs of the specific project for which the selection is being conducted, but here is one set that generally works well for most projects.

#### **Time**

- Normally 30 minutes for presentation, 20 minutes for questions and answers, and 5 minutes before and after for setup and knockdown.
- Preferably, interviews are all conducted the same day by all the same interviewers with evaluation completed before adjournment.

#### **Media**

- Normally presentation boards only.
- Proponents bring their own easels.
- No handouts other than agenda with proponent's attendees listed.

#### **Presenters**

- Three to five including Project Principal, Project Manager, Project Architect and key consultants who will work on the Project.
- The Project Interior Designer should also attend if the Project scope includes interiors.

**APPENDIX 10**  
**EXAMPLE SHORTLIST NOTIFICATION LETTER**

**GEORGIA BUILDING AUTHORITY**  
**1 Martin Luther King, Jr. Drive**  
**Atlanta, Georgia 30334**

Jane Doe, Director of Facilities

Ms. Susan Smith, AIA  
Firm XYZ Contractors, Inc.  
123 Peachtree St. NE  
Atlanta, Georgia 30331

Re: New State Office Building at Capitol Avenue  
Atlanta, Georgia

July 1, 2000

Dear Ms. Smith:

On behalf of the Selection Committee for the above-referenced project, I am pleased to inform you that your firm is one of those shortlisted for a final selection interview. Interviews are scheduled to take place on August 14, 2000, in the GBA Training Room at the above address on the following schedule:

XYZ Contractors	9:00—9:50 a.m.
The ABC Group	10:00—10:50 a.m.
Team EFG	11:00-11:50 a.m.
JKL Associates	1:00—1:50 p.m.

If you have a schedule conflict and are able to work out an exchange for your time slot with another shortlisted firm, you are free to do so provided you notify me at least one business day in advance.

You will be allotted 30 minutes for your presentation, 20 minutes for questions and answers, and 5 minutes before and after for setup and knockdown. Please do not use any video, slides, or models. Our preferred medium is presentation boards or flip charts with firms responsible for bringing their own easels. No handouts other than an agenda with the consultant's team representatives listed are desired.

Please bring five individuals to represent your proposed team, including your Project Superintendent, Project Manager, Project Director, Project Cost Estimator or Preconstruction Manager, and Project Executive.

If you wish to review the standard service agreement we intend to employ as the basis for your consultant contract, you may obtain a copy from this office by calling and requesting that it be made available to you by fax or electronic media.

A mandatory site visit will be conducted in advance of your interview at 10:00 a.m. on July 21, 2000. At that time, you will be provided a site survey and will have the opportunity to ask questions. While oral answers may be provided at that time, you should rely only on those written responses that subsequently will be e-mailed to your office.

Please remember that no one on your team should have any contact with any agency personnel, other than the signer, for the purpose of discussing this project on penalty of possible disqualification. We look forward to your presentation.

Very truly yours,

Jane Doe  
Director of Facilities  
Georgia Building Authority

**APPENDIX 10a**  
**EXAMPLE NOTIFICATION TO FIRM THAT DID NOT MAKE THE SHORTLIST**

**GEORGIA BUILDING AUTHORITY**  
**1 Martin Luther King, Jr. Drive**  
**Atlanta, Georgia 30334**

July 1, 2002

Jane Doe, Director of Facilities

Mr. Cletus de la Renta, AIA  
Nextime Design, Inc.  
123 Sourtree St. NE  
Atlanta, Georgia 30333

Dear Mr. de la Renta:

Re: CM/GC Services  
New State Office Building at Capitol Avenue  
Atlanta, Georgia

On behalf of the Selection Committee for the above-referenced project, I wish to thank your firm for submitting the qualifications of your team for the above referenced assignment. Unfortunately, the Georgia Building Authority has elected not to select your firm for this particular project.

We appreciate your interest in Georgia Building Authority projects and hope that you will consider responding to future opportunities.

Very truly yours,

Jane Doe  
Director of Facilities  
Georgia Building Authority

**APPENDIX 11**  
**EXAMPLE FINAL WRITTEN SUBMITTAL SELECTION CRITERIA WEIGHTING FORM**

(This form may also be used as the evaluation criteria for the Final Written Submittal Package).

PROJECT: \_\_\_\_\_

The Selection Committee may reuse the same selection criteria weighting as used in the shortlisting process or adjust the weighting at its discretion based on new information or perceptions. Normally, the following weighting would be utilized:

- 7-8-9        -        Highly Important
- 4-5-6        -        Important
- 1-2-3        -        Not Critical

For the purposes of this final selection, the following weights have been assigned to the selection factors

Weight

1	Experience of the project manager and superintendent working together on past projects	
2	Quality of references of the proposed project director's commitment and project leadership	
3	Quality of references for the proposed team	
4	Past experience of the team working together with the selected Architect and/or Program Manager	
5	Availability of the proposed team for this project	
6	Assigned team's experience with projects of similar facility size and type	
7	Assigned team's experience with effective budget control	
8	Assigned team's experience with effective schedule control	
9	Quality of references for the proposed team	
10	Quality of firm's proposed services and how well services address proposed project needs	
11	Firm's demonstrated ability to apply in-house services to solving project issues	
12	Firm's demonstrated ability to solve complex project issues	
13	Effectiveness of firm's cost management plan during design and construction	
14	Firm's approach for managing changes within the stated cost and schedule limitations	
15	Firm's approach for competitively administering and evaluating bid packages	
16	Effectiveness of firm's schedule management plan during design and construction.	
17	Effectiveness of firm's subcontractor management plan	
18	Firm's approach to implementing an effective MWBE and Local contractor outreach program	
19	Effectiveness of quality assurance program and plan	
20	Effectiveness of close-out plan	
21	Effectiveness of plan for administering other services identified by firm, value to project.	
22	Effectiveness of site logistics plan and safety plan.	
23	Firm's affirmative action plan concerning its work force and procurement practices and approach for implementing on proposed project	
24	Firm's record on policies of nondiscrimination on the basis of race, creed, color, sex, or national origin in its employment or procurement practices	
25	Effectiveness of firm's safety plan and logistics plan for proposed project	

Subsequently, each firm should be rated on a scale of 1 to 9 points on each weighted selection factor in accordance with the following scale:

9-8-7	Excellent
6-5-4	Good
3-2-1	Weak

A total score for each firm should then be compiled by multiplying each weighted selection factor by the firm's quality score on each factor and then totaling all the individual weighted factor scores to arrive at the firm's total score.

**APPENDIX 12**  
**EXAMPLE FINAL WRITTEN SUBMITTAL SELECTION FIRM SCORING FORM**  
 (Each Selection Committee member should fill out one form per proponent.)

PROJECT: \_\_\_\_\_

LEAD FIRM NAME: \_\_\_\_\_

EVALUATION DATE: \_\_\_\_\_

SELECTION FACTORS	WEIGHT	RATING	SCORE
Experience of the project manager and superintendent working together on past projects		7-8-9 4-5-6 1-2-3	
Quality of references of the proposed project director's commitment and project leadership		7-8-9 4-5-6 1-2-3	
Quality of references for the proposed team		7-8-9 4-5-6 1-2-3	
Past experience of the team working together with the selected Architect and/or Program Manager		7-8-9 4-5-6 1-2-3	
Availability of the proposed team for this project		7-8-9 4-5-6 1-2-3	
Assigned team's experience with projects of similar facility size and type		7-8-9 4-5-6 1-2-3	
Assigned team's experience with effective budget control		7-8-9 4-5-6 1-2-3	
Assigned team's experience with effective schedule control		7-8-9 4-5-6 1-2-3	
Quality of references for the proposed team		7-8-9 4-5-6 1-2-3	
Quality of firm's proposed services and how well services address proposed project needs		7-8-9 4-5-6 1-2-3	
Firm's demonstrated ability to apply in-house services to solving project issues		7-8-9 4-5-6 1-2-3	
Firm's demonstrated ability to solve complex project issues		7-8-9 4-5-6 1-2-3	
Effectiveness of firm's cost management plan during design and construction		7-8-9 4-5-6 1-2-3	
Firm's approach for managing changes within the stated cost and schedule limitations		7-8-9 4-5-6 1-2-3	
Firm's approach for competitively administering and		7-8-9	

evaluating bid packages		4-5-6 1-2-3	
Effectiveness of firm's schedule management plan during design and construction.		7-8-9 4-5-6 1-2-3	
Effectiveness of firm's subcontractor management plan		7-8-9 4-5-6 1-2-3	
Firm's approach to implementing an effective MWBE and Local contractor outreach program		7-8-9 4-5-6 1-2-3	
Effectiveness of quality assurance program and plan		7-8-9 4-5-6 1-2-3	
Effectiveness of close-out plan		7-8-9 4-5-6 1-2-3	
Effectiveness of plan for administering other services identified by firm, value to project.		7-8-9 4-5-6 1-2-3	
Effectiveness of site logistics plan and safety plan.		7-8-9 4-5-6 1-2-3	
Firm's affirmative action plan concerning its work force and procurement practices and approach for implementing on proposed project		7-8-9 4-5-6 1-2-3	
Firm's record on policies of nondiscrimination on the basis of race, creed, color, sex, or national origin in its employment or procurement practices		7-8-9 4-5-6 1-2-3	
Effectiveness of firm's safety plan and logistics plan for proposed project		7-8-9 4-5-6 1-2-3	

TOTAL SCORE: \_\_\_\_\_



APPENDIX 13  
EXAMPLE SHORTLIST SCORING SUMMARY OF ALL RESPONDING FIRMS

**Selection of CM-GC for Project No. XXX-###**

**Date ##, 200#**

Scoresheets Summary for Selection Committee.

Ranks by Individual Committee Members based on Published Selection Criteria.

Final Ranking of All Firms based on Sum of Individual Committee Member Rankings.

**In Rank Order**

1 Firm A  
2 #N/A  
3 #N/A  
4 #N/A

**CANDIDATE**

**(RANKING)**

	Sum of Indv'l Rankings	Group Ranking	
<b>TOTALS</b>			
Firm A	5	1	Firm A
Firm B	5	1	Firm B
Firm C	5	1	Firm C
Firm D	5	1	Firm D

QUESTION (SCORE)

	1	2	3	4	5	6	7	8	Indv'l Score	Indv'l Ranking
<b>SCORER 1</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 2</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 3</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 4</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 5</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1

## APPENDIX 14

### EXAMPLE ORAL PRESENTATION SELECTION CRITERIA WEIGHTING AND SCORING FORM

(This form may also be used as the evaluation criteria for the Final Written Submittal Package).

PROJECT: \_\_\_\_\_

The Selection Committee may reuse the same selection criteria weighting as used in the shortlisting process or adjust the weighting at its discretion based on new information or perceptions. Normally, the following weighting would be utilized:

- 7-8-9        -        Highly Important
- 4-5-6        -        Important
- 1-2-3        -        Not Critical

For the purposes of this final selection, the following weights have been assigned to the selection factors

		Weight
1	Overall impression of key team members (project manager, superintendent, project director, cost estimator, project executive, etc.	
2	Methodology presented to assure success	
3	Ability of principals to engender confidence in the ability of the firm to complete the project within the time and cost budgeted.	
4	Ability of team members to communicate during the interview process	
5	Firm's ability to effectively answer questions and problem solve in meeting	
6	Overall impression of the firm	

Subsequently, each firm should be rated on a scale of 1 to 9 points on each weighted selection factor in accordance with the following scale:

- 9-8-7        Excellent
- 6-5-4        Good
- 3-2-1        Weak

A total score for each firm should then be compiled by multiplying each weighted selection factor by the firm's quality score on each factor and then totaling all the individual weighted factor scores to arrive at the firm's total score.

**APPENDIX 15**  
**EXAMPLE ORAL PRESENTATION SELECTION FIRM SCORING FORM**

PROJECT: \_\_\_\_\_

LEAD FIRM NAME: \_\_\_\_\_

EVALUATION DATE: \_\_\_\_\_

SELECTION FACTORS	WEIGHT	RATING	SCORE
Overall impression of key team members (project manager, superintendent, project director, cost estimator, project executive, etc.		7-8-9 4-5-6 1-2-3	
Methodology presented to assure success		7-8-9 4-5-6 1-2-3	
Ability of principals to engender confidence in the ability of the firm to complete the project within the time and cost budgeted.		7-8-9 4-5-6 1-2-3	
Ability of team members to communicate during the interview process		7-8-9 4-5-6 1-2-3	
Firm's ability to effectively answer questions and problem solve in meeting		7-8-9 4-5-6 1-2-3	
Overall impression of the firm		7-8-9 4-5-6 1-2-3	

TOTAL SCORE: \_\_\_\_\_

APPENDIX 16  
EXAMPLE SHORTLIST SCORING SUMMARY OF ALL RESPONDING FIRMS

**Selection of CM-GC for Project No. XXX-###**

**Date ##, 200#**

Scoresheets Summary for Selection Committee.

Ranks by Individual Committee Members based on Published Selection Criteria.

Final Ranking of All Firms based on Sum of Individual Committee Member Rankings.

**In Rank Order**

1 Firm A  
2 #N/A  
3 #N/A  
4 #N/A

**CANDIDATE**

**(RANKING)**

	Sum of Indv'l Rankings	Group Ranking	
<b>TOTALS</b>			
Firm A	5	1	Firm A
Firm B	5	1	Firm B
Firm C	5	1	Firm C
Firm D	5	1	Firm D

QUESTION (SCORE)

	1	2	3	4	5	6	7	8	Indv'l Score	Indv'l Ranking
<b>SCORER 1</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 2</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 3</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 4</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1
<b>SCORER 5</b>										
Firm A									0	1
Firm B									0	1
Firm C									0	1
Firm D									0	1

**APPENDIX 17**  
**EXAMPLE FINAL SELECTION RECOMMENDATION LETTER**

**GEORGIA BUILDING AUTHORITY**

**1 Martin Luther King, Jr. Drive  
Atlanta, Georgia 30334**

Jane Doe, Director of Facilities

Ms. Jonetta Jones  
Executive Director  
Georgia Building Authority  
1 Martin Luther King, Jr. Drive  
Atlanta, Georgia 30334

Re: CM/GC Services  
New State Office Building at Capitol Avenue  
Atlanta, Georgia

August 1, 2000

Dear Ms. Jones:

The Selection Committee for the above-referenced project has conducted a shortlisting and interview process. This project was first published on [www.ganet.org/purchase/](http://www.ganet.org/purchase/) on June 1, 2000.

The services required of the CM/GC may be described generally as the preconstruction and construction services for a new multi-agency administrative office building to be constructed on Capitol Avenue adjacent to I-75/85 in downtown Atlanta, Georgia. The services will be generally in accordance with the latest version of CM/GC contract. As currently envisioned, the building complex will include approximately 275,000 sf of administrative space (80% open / 20% closed offices), a cafeteria, a 550-car parking deck, a "mini-mall" of public services, and related ancillary facilities. The total project square footage and construction cost are currently believed to be in the range of 500,000 sf and \$55,000,000, respectively.

Attached please find the Shortlist Final Scoring Form of All Responding Firms and the Final Selection Scoring Form of All Shortlisted Firms (which indicates the selection factors deemed most relevant). Based on the final results of our screening process, we recommend to you as the Authority's Principal Representative (as defined under O.C.G.A. Section 50-22-6) that the Georgia Building Authority enter into final contract negotiations with the most highly ranked firm, XYZ Architects, Inc.

Very truly yours,

Jane Doe  
Director of Facilities  
Georgia Building Authority

Attachments  
Copy w/ attachments: Selection Committee Members

**APPENDIX 18**  
**EXAMPLE NOTIFICATION LETTER TO SELECTED FIRM**

**GEORGIA BUILDING AUTHORITY**  
**1 Martin Luther King, Jr. Drive**  
**Atlanta, Georgia 30334**

Jane Doe, Director of Facilities

Ms. Susan Smith, AIA  
XYZ Architects, Inc.  
123 Peachtree St. NE  
Atlanta, Georgia 30331

Re:     Predesign Study  
          New State Office Building at Capitol Avenue  
          Atlanta, Georgia

August 15, 2000

Dear Ms. Smith:

On behalf of the Selection Committee for the above referenced project, I am pleased to inform you that your firm has been selected to enter into contract negotiations for the advertised CM/GC services. Congratulations!

Please contact me at your earliest convenience so that we can proceed to finalize the agreement for the services of the selected XYZ's team. However, I must remind you that if we are unable to conclude a mutually agreeable contract for the required services, the Georgia Building Authority will be obliged to terminate negotiations with XYZ and enter into discussions with the second-ranked firm.

Very truly yours,

Jane Doe  
Director of Facilities  
Georgia Building Authority

Copy: Selection Committee Members

**APPENDIX 19**  
**EXAMPLE STANDARD FORM CONTRACT**

PLEASE CONTACT THE CONSTRUCTION DIVISION OF  
THE GEORGIA STATE FINANCING AND INVESTMENT COMMISSION AT  
(404) 463-8599 FOR A COPY OF THE  
CONTRACT CURRENTLY IN USE.

**APPENDIX 20**  
**EXAMPLE LETTER TO UNSUCCESSFUL PROPONENTS GIVING NOTICE OF AWARD NOTICE OF**  
**CONTRACT AWARD**

**GEORGIA BUILDING AUTHORITY**  
**1 Martin Luther King, Jr. Drive**  
**Atlanta, Georgia 30334**

Jane Doe, Director of Facilities

Mr. Sam Roberts  
The ABC Group.  
321 Fifth St. NE  
Atlanta, Georgia 30332

Re:     Predesign Study  
          New State Office Building at Capitol Avenue  
          Atlanta, Georgia

September 1, 2000

Dear Mr. Roberts:

On behalf of the Selection Committee for the above-referenced project, I wish to thank The ABC Group for submitting the qualifications of your team for the above referenced assignment. However, the Georgia Building Authority has elected to contract with another team lead by XYZ Inc.

We appreciate your interest in Georgia Building Authority projects and hope you will consider responding to future opportunities.

Very truly yours,

Jane Doe  
Director of Facilities  
Georgia Building Authority

Attachment